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BUREAU OF ADMINISTRATION

BUREAU OF ADMINISTRATION
BRIEFING BOOK

JANUARY 1981

DEPARTMENT OF STATE A/CDC/MR
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BUREAU OF ADMINISTRATION

Assistant Secretary: Thomas M. Tracy

Authorized Full-Time Positions as of 11/12/80: 1,669 ; 248

FY '81 Budget (excluding FBO): $161,976,000

FY '82 Budget Request (excluding FBO): $179,380,000

FBO Authorized Full-Time Positions as of 11/12/80: 103

FBO '81 Budget/Program: No-Year: $178,978,000 S&E: $126,214,000

FBO '82 Budget Request: No-Year: $252,595,000 S&E: $150,000,000 est.

FBO '81 Special Foreign Currency Program: No-Year: $29,459,000

The Bureau of Administration, one of the most diversified bureaus in the Department, plans, designs, manages and evaluates administrative support services and management systems which enable the Department to pursue our foreign policy objectives. Legal, political, budgetary and other constraints must be considered in the fulfillment of this responsibility. The bureau is responsive to the concerns of the White House, the Secretary and other Departmental principals, Congress, federal agencies, and private citizens and organizations. It also serves as a hub of administrative activity for the executive directors of the Department's regional and functional bureaus. In essence, the services provided by the Bureau comprise the logistical and support side not only of the Department of State and the Foreign Service, but also of the entire foreign affairs community.

Forty percent of the Department's civil service workforce is employed in the Bureau of Administration, which consists of six major and distinct program offices headed by Deputy Assistant Secretaries and under the direction of the Assistant Secretary for Administration. These offices are as follows:

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The Classification/Declassification Center (A/CDC) conducts mandatory declassification/Freedom of Information Act reviews. It is also responsible for the systematic review for declassification of Departmental records at 20 years.

The Office of Communications (A/OC) is responsible for providing the worldwide communications system for the Department and for providing communications support to other foreign affairs agencies.

The Office of Foreign Buildings (A/FBO) is responsible for all overseas U.S. Government, non-military command buildings which are owned or leased. A/FBO has broad authority to negotiate the terms of its contracts overseas for construction, acquisition, leasing, and exchange of foreign properties as well as alterations and repair. A/FBO is also actively involved in the planning and implementation of architectural changes to enhance security at our high-risk overseas posts.

The Information Systems Office (A/ISO) operates the Department's major information management systems in the United States and overseas and is responsible for the development and implementation of the minicomputer and word processing programs.

The Office of Operations (A/OPR) administers a broad scope of services and programs both domestically and at our overseas posts including the overseas school program, the Privacy and Freedom of Information Acts, procurement policies, travel and transportation, space management and building maintenance, audio-visual and publication services, the Central Foreign Policy File and the provision of interpreting and translating services in forty languages.

The Office of Security (A/SY) is responsible for protection against traditional security threats domestically and overseas and in more recent years, against terrorist attacks. A/SY is presently involved in the planning and implementation of security upgrades at our high-risk overseas posts. Other responsibilities range from the investigation and clearance of job applicants to the development of technical equipment and procedures to counter electronic penetration efforts by hostile powers. A/SY provides personal protection to the Secretary and to visiting foreign dignitaries (including their families) below the rank of head of state against whom an identifiable security threat is believed to exist.

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There are also seven special offices a staffs which report directly to the Assistant Secretary: the Executive Office (A/EX); the Allowances Staff (A/ALS); the Special Programs and Liaison Staff (A/SPL), charged with coordinating and implementing security improvements at high-risk posts; the Safety Program (A/SAF); the Office of Overseas Schools (A/OS); the Art in Embassies Staff (A/ART); and the International Center Project (A/ICP).*

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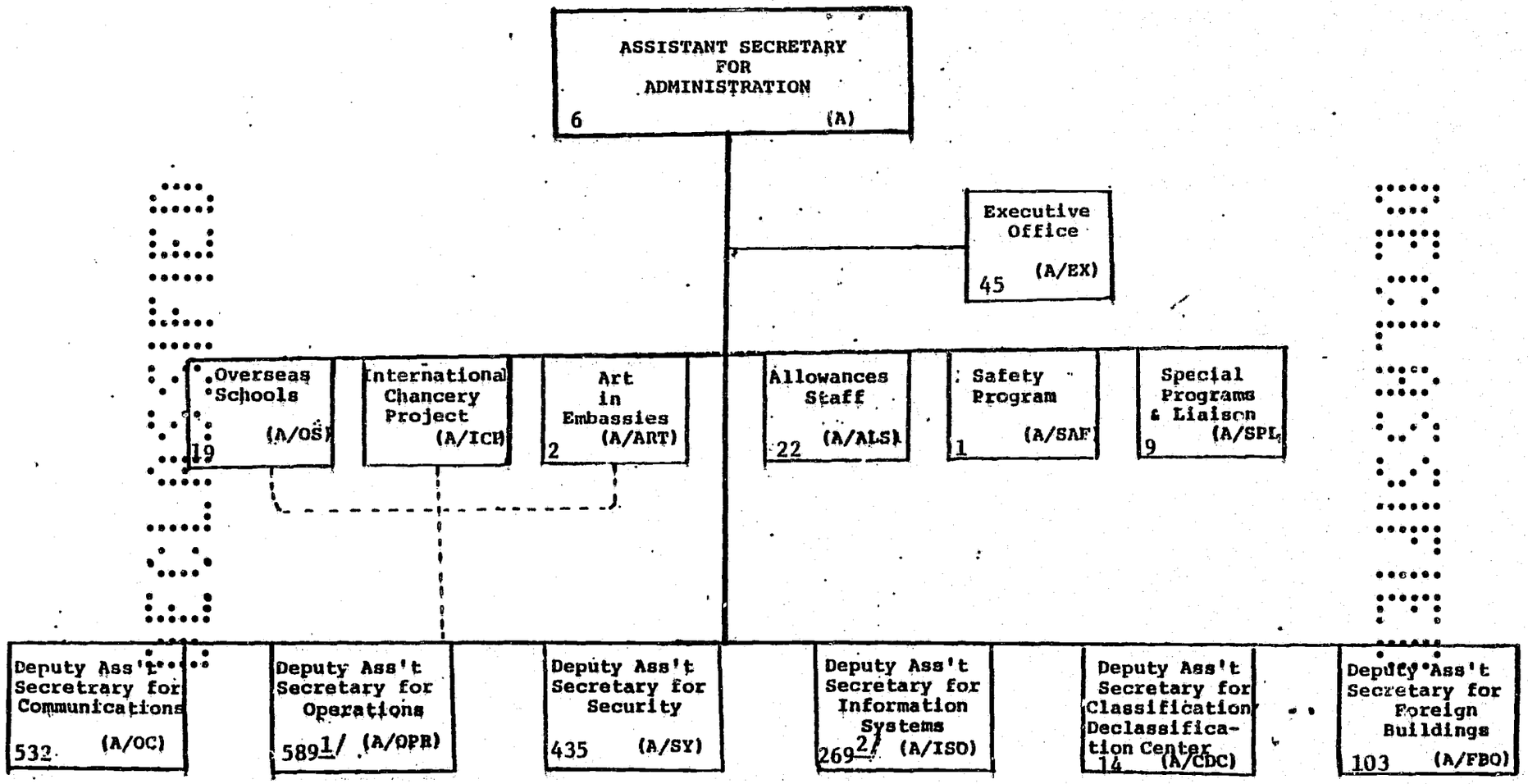

1/ Includes 248 Working Capital Fund (WCF) positions

2/ Includes 58 WCF positions

Summary of Requirements
(dollar amounts in thousands)

Office of Congressional Relations

Summary of Resources	1981 Actual	1982 Current Estimate	1983 Request	1983 Increase over 1982
Positions: Total Americans (domestic)	35	35	35	--
Funds	$1,414	$1,673	$1,696	$23

Page No.	Summary of Built-In Changes	Built-In Changes Perm. Pos.	Built-In Changes Amount	Total Perm. Pos.	Total Amount
	1982 current estimate			35	$1,673
	Built-in changes:				
--	Annualization	--	$16		
--	Wage increases	--	6		
7-6	Price increases	--	1	--	23
	Subtotal, built-in changes			35	1,696
	1983 base				

Page No.	Comparison by Activity	1981 Actual Perm. Pos.	1981 Actual Amount	1982 Current Estimate Perm. Pos.	1982 Current Estimate Amount	1983 Base Perm. Pos.	1983 Base Amount	1983 Request Perm. Pos.	1983 Request Amount	Program Change from 1983 Base Perm. Pos.	Program Change from 1983 Base Amount
7-7	Executive direction and policy formulation	22	$891	22	$1,073	22	$1,088	22	$1,088	--	--
7-8	Administrative and staff activities	13	523	13	600	13	608	13	608	--	--
	Total	35	1,414	35	1,673	35	1,696	35	1,696	--	--

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BUREAU OF ADMINISTRATION

LIST OF PRINCIPAL OFFICERS

ASSISTANT SECRETARY FOR ADMINISTRATION.....Thomas M. Tracy

Executive Director.....Joseph Meresman

Deputy Assistant Secretary
for Communications.....Stuart E. Branch

Deputy Assistant Secretary
for Operations.....M. Virginia Schafer

Deputy Assistant Secretary
for Security.....Karl D. Ackerman

Deputy Assistant Secretary
for Information Systems.....William W. Francis

Deputy Assistant Secretary
for Classification/Declassification
Center.....Clayton E. McManaway

Deputy Assistant Secretary
for Foreign Buiildings.....William L. Slayton

Director, Office of
Overseas Schools.....Ernest N. Mannino

Director, International
Chancery Project.....James A. Edgins

Director, Art in Embassies Staff.....Jane M. Thompson

Director, Allowances Staff.....Richard R. Martin

Director, Safety Program.....Martin K. Dalton

Director, Special Programs
and Liaison Staff.....George C. Jenkins

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BUREAU OF ADMINISTRATION RESOURCE LEVELS - 11/12/80

PERSONNEL (Excludes FBO)

	AMERICANS									FOREIGN SERVICE NATIONALS		
	DOMESTIC			OVERSEAS			TOTAL					
	Direct	Reimb	Total	Direct	Reimb	Total	Direct	Reimb	Total	Direct	Reimb	Total
SALARIES & EXPENSES:												
Authorized Full-time Positions												
A	7	-	7	-	-	-	7	-	7	-	-	-
A/EX	49	-	49	-	-	-	49	-	49	-	-	-
OPR	314	27	341	-	-	-	314	27	341	-	-	-
ISO	98	-	98	11	1	12	109	1	110	81	20	101
CDC	14	-	14	-	-	-	14	-	14	-	-	-
OC	480	-	480	44	8	52	524	8	532	-	-	-
SY	433	2	435	-	-	-	433	2	435	-	-	-
ALS	18	4	22	-	-	-	18	4	22	-	-	-
Total Full-time:	1,413 1/	33	1,446 1/	55	9	64	1,468 1/	42	1,510 1/	81	20	101
Authorized WAE Part-time and Temporary Positions:												
A	-	-	-	-	-	-	-	-	-	-	-	-
A/EX	18	-	18	-	-	-	18	-	18	-	-	-
OPR	48	-	48	-	-	-	48	-	48	-	-	-
ISO	3	-	3	2	-	2	5	-	5	6	-	6
CDC	62	-	62	-	-	-	62	-	62	-	-	-
OC	20	-	20	-	-	-	20	-	20	-	-	-
SY	21	-	21	-	-	-	21	-	21	-	-	-
ALS	-	-	-	-	-	-	-	-	-	-	-	-
Total WAE, Part-time and Temporary:	172	-	172	2	-	2	174	-	174	6	-	6
WORKING CAPITAL FUND:												
Authorized Full-time Positions	-	223	223	-	10	10	-	233	233	-	73	73
Authorized WAE Part-time and Temporary Positions	-	8	8	-	1	1	-	9	9	-	-	-

1/ Includes twenty-five (25) Domestic Direct positions to be used for the Security Enhancement Program, 9-A/EX, 4-A/OPR, 5-A/SY, 7-A/O

OFFICE OF FOREIGN BUILDINGS (A/FBO) RESOURCE LEVELS

(FBO has no WAE, part-time, or temporary positions)

	AMERICANS									FOREIGN SERVICE NAT'LS		
	DOMESTIC			OVERSEAS			TOTAL					
	Direct	Reimb	Total	Direct	Reimb	Total	Direct	Reimb	Total	Direct	Reimb	Total
FBO Operations												
(S&E)	10	-	10 1/	-	-	-	10	-	10	-	-	-
FBO APPROPRIATION												
FBO	20	-	20	17	-	17	37	-	37	1	-	1
FBO/BD	14	-	14	-	-	-	14	-	14	-	-	-
FBO/OP	18	-	18	-	-	-	18	-	18	-	-	-
FBO/EX	15	-	15	-	-	-	15	-	15	-	-	-
FBO/CM	17	-	17	-	-	-	17	-	17	-	-	-
TOTAL	84	-	84	17	-	17	102	-	102	1	-	1

1/ For the budget presentation, these positions are included in the "A" authorization.

BUREAU OF ADMINISTRATION BUDGET LEVELS (Excluding FBO)

	FY 1981 COLUMN OF FY 1982 ZBB REQUEST					FY-1982 ZBB REQUEST				
	Full Time Positions 1/	Operating	Amer. Salaries	Post Assignment Travel	Total	Full Time Positions	Operating	Amer. Salaries	Post Assignment Travel	Total
		(amounts in thousands)					(amounts in thousands)			
A, A/EX, ALS Direct S&E	82	$1,905	$ 2,069	-	$ 3,974	82	$ 1,935	$ 2,069	-	$ 4,004
A/CDC Direct S&E	13	1,156	475	-	1,631	13	475	1,156	-	1,631
A/ISO Direct S&E	189	10,113	3,162	$90	13,365	191	11,307	3,212	$90	14,609
A/OPR Direct S&E	310	30,166	7,876	-	38,042	310	43,199	7,876	-	51,075
A/OC Direct S&E	523	45,474	12,123	429	58,026	523	40,678	12,123	429	53,230
A/SY Direct S&E	440	35,982	10,956	-	46,938	436	14,004	10,827	-	24,831
A/SPL 2/ Direct S&E						-	30,000		-	30,000
TOTAL	1,557	124,796	36,661	519	$161,976	1,555	141,598	37,263	519	$179,380

1/ Excludes WCF and other reimbursable positions.

2/ For the budget presentation, A/SPL positions were divided among the following program offices: A/OC. SY. OPR and EX.

ACQUISITION, OPERATION, AND MAINTENANCE OF BUILDINGS ABROAD (FBO)

TOTAL RESOURCE REQUIREMENTS:

	FY 1980 Actual	FY 1981 Estimate	FY 1982 Estimate	Increase/Decrease
Positions:				
Americans:				
Domestic	85	85	85	
Overseas	17	17	17	
Subtotal, Americans	102	102	102	
Foreign Nationals	1	1	1	
Total Positions	103	103	103	
Funds:				
American Salaries and Benefits	$ 3,789,000	$ 4,415,000	$ 4,835,000	$+ 420,000
Operating/Administrative Expenses	437,000	951,000	1,175,000	+ 224,000
Other:				
Operations Account	55,123,000	84,806,000	91,770,000	+ 6,964,000
Capital Account	38,339,000	68,801,000	44,840,000	- 23,961,000
Moscow Complex	27,401,000	15,005,000	31,700,000	+ 16,695,000
Riyadh Complex	-	5,000,000	82,100,000	+ 77,100,000
Total Funds	$125,089,000	$178,978,000	$256,420,000	$+ 77,442,000
Financing:				
Deduct: Unobligated Balance Brought Forward	-74,065,000	-21,886,000	-	+ 21,886,000
Proceeds of Sales and Miscellaneous Receipts	- 8,910,000	-38,660,000	-3,825,000	+ 34,835,000
Add: Unobligated Balances Carried Forward	+21,886,000	-	-	-
Appropriation or Estimate	64,000,000	118,432,000	252,595,000	+134,163,000
(Construction)	(4,651,000)	(28,260,000)	(154,815,000)	(+126,555,000)
(Operating Expenses)	(59,349,000)	(90,172,000)	(97,780,000)	(+ 7,608,000)

PURPOSE:

To construct or acquire by purchase or long-term lease, office space and housing for the Foreign Service and other agencies of the United States Government abroad.

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BUREAU OF ADMINISTRATION:
DIRECTIONS IN THE 1980s

Administrative support for the Department of State's activities during the 1970's gained importance as technology enabled us increasingly to centralize policy and decision-making in Washington. This fact, and the difficult conditions under which our diplomacy is now conducted in many countries, have had a marked impact on the range of support necessary from the Bureau of Administration for the Department and the entire foreign affairs community. Increasingly, administration as a facet of U.S. foreign policy implementation is a prominent consideration in executive and congressional decision-making.

As a result of centralized management and the volatility of world politics, the sophistication of communications between Washington and our overseas posts is one of the most important issues we face as we enter and plan for the 1980's. Our ability not only to provide but also to effectively manage our communications process, from transmission/reception and distribution to the storage and retrieval of information, is crucial to the conduct of U.S. foreign affairs. The increasing sophistication of this process dovetails dramatically with the provision of enhanced security to our high-threat posts. The Department has instituted a high-priority program to deal specifically with the security upgrading of high-threat posts over a five fiscal year period, through FY 1985. The effectiveness of our administrative support will also benefit from the gains we are able to make in this decade on the issue of diplomatic reciprocity. Through the passage of formal reciprocity legislation, we would be able to negotiate with strength regarding property acquisition and other issues which affect the safeguarding of national security information and the well-being of our personnel at post.

These three major administrative issues, - communications/ information management, security enhancement, and diplomatic reciprocity - will drive and determine much of the activity and planning in the Bureau of Administration throughout this decade.

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Communications/Information Management

Rapid technological developments have speeded transmission times for the information flow between Washington and the field. In the 1980s the impact of technology upon bureau operations will be most noticeable in information transmission and handling systems which are moving from manual and electro-mechanical to computer-based technology, with new systems now in the design and implementation stages.

The thrust of our communications/information system is two-fold. We provide the various means to communicate by secure means and retain information vital to the interest of the U.S. government. The Bureau of Administration acts in a leadership role, providing the means to transmit, distribute and store information for its client bureaus and agencies. Deep-indexing of substantive information has been in operation since 1973. The problems we face in refining and expanding these systems are mainly those of resources. We need increased funds to provide both up-to-date hardware and software and sufficient personnel resources on a worldwide basis to ensure the systems users with an information base to meet their needs.

The other evolving integrated system is focused on the improved handling of various aspects of internal management for the Department and other foreign affairs agencies. At this time, the Bureau of Administration and other offices are developing a number of management information systems in the fields of budget and finance, personnel, real property management, procurement and other specialized areas. Under the direction of a centralized departmental policy-making body and the guidance of the Information Systems Office and the Office of Communications, we are planning a comprehensive management information system based on the infrastructure of the specialized systems described. The problems we face in arriving at an integrated system are both developmental and financial. We need the sustained involvement of top management as well as knowledgeable foreign service program managers in the field and a healthy mix of foreign service and civil service managers in Washington to improve and enhance existing manual and partially-automated information systems before individual major automation projects are undertaken. The competency of an integrated final system relies on this premise.

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The importance of providing such a management information system for the foreign affairs community cannot be understated as joint administrative services become increasingly common in an era of dwindling personnel resources. Beyond the need to establish reliable information systems, we must focus on how to best use these systems. The effective use of automation both at post and in Washington at the office level is the key to the process. But the movement over the decade from manual to automated work poses problems. For example, we will need to effectively train our personnel in the maximum use of automated systems and ensure adequate maintenance and repair. It is incumbent upon the Department to recognize these evolving functions in the job structures for both foreign service and civil service employees, offering a variety of cross-functional and promotional opportunities for those with talent. This cannot be realized on the civil service side without a similar recognition on the part of the Office of Personnel Management of the integral role of automation throughout government. These fundamental issues are being addressed in the Department and training programs developed, but the magnitude of the task requires an expanded training program for the entire spectrum of foreign affairs agencies' personnel.

Another challenge we face is the degree to which we will be able to use systems in the overseas office environment for classified information. This issue must be addressed both in light of sophisticated foreign technical capabilities and the increased physical vulnerability of national security information at posts subject to mob violence.

Security Enhancement

One channel for the Department's response to this challenge is the five-year security enhancement program. Designed to augment existing Departmental security-related programs, the upgrade program is channeling numerous resources to protect personnel, national security information, and property at those posts which face the most critical security threat environments. The program employs the latest technological developments in communications and automated data processing and data storage, security, and structural design to construct secure safehavens, install non-lethal access denial systems, reconfigure communication facilities and equipment, and install systems for electronic storage, retrieval, and processing of information.

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The intent of the program is to buy time while classified material can be destroyed and the Department and host government authorities can be contacted for assistance. When we approach the conclusion in 1985 of the five-year program, we will have to assess and respond to the worldwide security situation and make judgments about our direction in improving post security based on our efforts to date and other factors unknown at this time.

Diplomatic Reciprocity

Finally, there is the issue of diplomatic reciprocity. Since 1961, the basis for our negotiations with foreign governments on property rights and a host of other issues has been the Vienna Convention on Diplomatic Relations. We have met with mixed success in our negotiations on a range of administrative issues, the most currently prominent concerning the acquisition, leasing, and disposition of real property. As each issue arises, our ad hoc efforts have been chaired by the Department of State bureau or office most directly involved in the negotiations. However, there are no established procedures or guidelines for involving those Departmental (and other U.S. government) officials with policy or operational interest in the issue at hand. Furthermore, there is no strong legal U.S. authority upon which to base reciprocal negotiations. In the 1970s our negotiating strength was enhanced by the National Capital Planning Commission's approval of the plan to erect the International Chancery Center in the District of Columbia. Most recently, as explained in more detail in a separate issue paper, legislation was introduced to establish a governmental corporation to pursue reciprocity formally in our dealings with foreign governments. We welcome this effort as a step toward improving the environment in which we work overseas, increasing our ability to serve effectively our foreign policy interests.

The administrative issues addressed in this paper are basic to our effectiveness in conducting foreign relations from a position of strength. We cannot therefore afford to treat substantive and administrative matters separately in the allocation of resources. The management challenges we face in this decade call for dynamic program, financial, and personnel planning. Administrators must face the task with high level support from the Department, the Office of Management and Budget, and the Congress.

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ISSUE: COMMUNICATIONS PROGRAMS

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DISCUSSION:

In order to remain abreast of the tremendous surge during the last few years in the quantity of conventional communications that must be transmitted between Washington and overseas posts in substantive and administrative management programs, and to accommodate emerging requirements in the areas of electronic file management and retrieval, and data processing terminals, the Department has laid long range plans for and has begun to implement a number of programs in both the information transmission and information management areas. These programs are designed to enhance the speed and quality of classified and unclassified record and data copy and voice information transmissions and of unclassified and classified information storage, retrieval, and manipulation both in the Department and at its posts overseas. However, the effect of these programs will not be confined to the Department. Although the Department will remain the largest volume user of its telecommunications systems, particularly with regard to time-sensitive or perishable information, these communications programs will also enhance the ability of nearly fifty other federal agencies which have personnel assigned to foreign service posts or who communicate frequently with these posts on policy or administrative matters. As a means of obviating the need for proliferation of independent networks to serve individual agencies overseas, the Department provides multi-user service over shared circuits for all agencies. Formal communications agreements have been signed with the Department of Commerce for the Foreign Commercial Service and the Department of Agriculture for the Foreign Agriculture Service; draft agreements with the International Communication Agency and the Department of Justice for the Drug Enforcement Agency are complete, and other agreements are contemplated in the near future.

PROGRAM:

The Diplomatic Telecommunications Service (DTS) provides the electrical transmission system for the Department's record or "cable" traffic and its higher speed data transfer requirements and it is managed, in the Department, by the Office of Communications. The DTS networks are comprised of a mix of common carrier leased circuits, satellite circuits, and an allocation of circuits from the Department of Defense. Because of the vulnerability to communication intercepts or other electronic penetrations, many of the details of the programs outlined below remain classified. Also, the complexity of the subject matter does not lend itself to presentation in a succinct briefing paper. However, a classified oral briefing will be provided to appropriate officials upon request.

PROGRAM:

Diplomatic Pouch and Courier Service is provided to transmit information and materials between the Department and the Foreign Service posts. Courier service is scheduled to provide pick-up and delivery of classified material to each embassy once a week. Unclassified materials are transmitted by APO and FPO facilities to those posts which have such service available. Other posts receive such mail in diplomatic pouches sent by surface means, except where long transit times justify their diversion to shipment by air. Rapid escalation of air cargo rates for the pouches, and air fares for the couriers are drastically increasing the cost of the program even though pouch weights and volumes have not increased for the last two years.

The programs outlined in the following matrix provide the capability to process information in various forms and over a wide range of speeds and formats without the need for significant alteration of facilities to accommodate future adjustments in requirements.

RECORD AND DATA

OVERSEAS	DOMESTIC
Terminal Equipment Replacement Program (TERP) an automated communications center with optical character reader and computerized data storage, processing, and retrieval system; with sixty-five systems in operation, the program has been slowed by a curtailment of funds.	Automated Terminal Station (ATS) the computerized heart of the Department's main telecommunications center. Being replaced with state-of-the-art computer system. Cutover scheduled for January 1981. Automated Reproduction and Collating System (ARCS) messages are automatically produced by laser printers in paper form directly from the main ATS processor, and distribution copies are automatically collated for distribution to user offices.

OVERSEAS

DOMESTIC

Remote Automated Reproduction and Collating System (REARCS): an ARCS terminal installed at a site remote from the main telecommunications center; now operational in the AF and EUR regional bureau offices, and in the A.I.D. communications center. Seven other installations proposed by OC but implementation halted pending availability of funds.

Automated Message Analysis and Distribution System (AMADS) to be operative during 1981, this electronic text scanning system reviews messages transiting the Department's Communications Center and automatically assigns distribution symbols for the copies to be reproduced and for those to be distributed electrically to other agencies and internally via REARCS terminals.

Personnel Gap Filler - Forty new communicators who provide temporary duty coverage at those one and two man posts critically short of people during the periods of time between the departure of one communicator and the arrival of a replacement, or the periods of extended sick or other leave. Implementation has not begun pending the availability of positions

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-TRANSMISSION SYSTEMS-

OVERSEAS

African Record Communications Network (AFRECONE) A program which increased the reliability of communications with African posts by replacing low quality local communications circuits with government owned radio and satellite circuits. Fourteen of the original twenty-four stations are now operational.

Dataspeed Circuit Upgrade (DACUP) Program provides upgraded circuitry on certain links in the telecommunications network to accommodate several users rather than installing separate circuits and technical control facilities to serve the individual requirements of each agency for data terminal interconnect.

Emergency Radio Teletype System (ERTS) A mobile telecommunications package to support VIP (SECSTATE) travel, disaster relief or other temporary requirement for secure transmission capability where such facilities do not exist or are inoperative.

DOMESTIC

Comprehensive Master Control System - A central control system for all telecommunications technical facilities and circuits transiting the Department to enhance management and flexibility of all related technical facilities and to insure maximum utility of the various types of circuits involved. Implementation withheld pending availability of funds.

Dataspeed Circuit Upgrade (DACUP) Program provides for termination of the higher speed circuits in the Department's Communications Center.

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-RELAYS/PROCESSORS-

OVERSEAS

Bonn Automated Exchange (BAX) the major telecommunications switching/relay station for the Diplomatic Telecommunications System in Europe. A complete replacement with a new state-of-the-art computer system is scheduled for cutover in March 1981.

GATEWAY Program A teleprocessing system which permits a single high speed circuit to accommodate multiple terminal processors operating at various speeds with separate machine languages. The GATEWAY processor serves as a teleprocessing subsystem of the overall MERCURY program which, in itself, is being designed to upgrade circuits, switches, relays, etc. of the entire Diplomatic Telecommunications Service.

DOMESTIC

Automated Terminal Station Expansion (ATSE) a primary telecommunications relay station allowing cables between overseas posts or other departments and agencies to pass through the Department's facilities for switching and routing without impacting any terminal functions of the Automated Terminal Station (ATS).

FACILITIES

OVERSEAS

Antennas Program to design and install camouflaged antennas for use overseas.

DOMESTIC

Alternate Telecommunications Center needed to support Departmental operations during a power blackout, or as a result of sabotage, terrorist attack or nuclear or other catastrophic crisis. Program implementation halted pending availability of funds.

Secretariat Operations Center Upgrade an improvement of the telecommunications processing capabilities throughout the entire S/S-O area using an integrated systems approach to serve Department principals, Watch Officers and multiple simultaneous task force operations with modern facilities which will effectively, simply and in a timely manner utilize all the telecommunications capabilities in the building. Program implementation halted pending availability of funds.

VOICE

The KY-71 secure voice system described in the following matrix will vastly improve the quality of secure voice service vitally needed in our embassies. It will also replace the bulkier KY-3 system in use domestically, requiring only conventional telephone lines rather than the expensive leased lines necessary for the KY-3. The KY-71 is in the final stages

of development by the National Security Agency.

Other voice programs overseas enable posts in Europe to contact Washington directly on dedicated non-secure circuits, reducing the costs of placing individual calls.

The Bureau of Administration's Office of Operations, responsible for domestic telephone transmission, has designed for use throughout the Department a non-secure telephone system with both voice and data capabilities.

VOICE-CLASSIFIED

OVERSEAS

KY-71 - enhanced voice clarity secure equipment being developed by the National Security Agency for federal agencies. Program is vital but progress delayed. Final equipment availability and unit cost contingent upon a major national level commitment of funds. Paper recommending this has gone forward from the National Communications Security Committee to Dr. Frank Press, President's Office of Science and Technology Policy.

SKYLINK SECURE VOICE - a capability associated with the DTS satellite network which provides a very limited service on a pre-reserved basis.

KY-3 - Present operative secure voice equipment.

KY-71 - see left column

KY-70 - Prototype Equipment similar to the KY-71 produced in limited quantity - some 23 in use by State here and overseas.

Secure Voice Switching System - a leased wideband dial service switchboard located in the Department to provide KY-3 subscribers in the downtown Washington area, including those in the Department, interconnection with subscribers served by similar switchboards in the greater Washington area as well as with the Department of Defense worldwide system and the DTS SKYLINK overseas system.

VOICE - UNCLASSIFIED

OVERSEAS

London Toll - facility which is operated by GSA between Washington and London which acts as funnel for official telephone conversations between Washington and Europe.

EPABX - installation of U.S. electronic telephone switchboards in chanceries worldwide to replace antiquated, unreliable, expensive if not impossible to maintain local systems. No funds were made available in FY-1980 and none have been identified yet for FY-1981.

DOMESTIC

[redacted]

VOICE RADIO

High Frequency (HF) - enhancement of equipment to provide for intercity and intercountry communications overseas in a regional emergency and evacuation (E&E) network.

Very High Frequency/Ultra High Frequency (VHF/UHF) provision of equipment to provide a better intracity connection with the emergency and evacuation network, and to provide for maintenance of the existing networks. Funds for acquisition of equipment to serve new requirements at posts were cut off beginning in FY-81.

Personal Protection of Dignitaries Program (PPD) - provision of equipment for security agents assigned to protect visiting foreign dignitaries.

OTHER

[redacted]

Communications Training Center lease for 15,000 ft.² to establish professional training center for specialized systems training (ex. TERP) To be operational during 1981.

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MAIL AND DIPLOMATIC POUCH

OVERSEAS

DOMESTIC

OMNISORT - a computer controlled letter sortation system to be operational in January 1981. Provides sortation by addressee's name for all mail intended for Washington offices as well as for all posts abroad - includes all agencies represented at overseas posts and all dependents will be listed - initial index includes 45,000 names.

LETTER BOMB SCREENING SYSTEM - installed in the Department's main mailroom to screen all incoming mail for letter bombs.

AUTOMATED PARCEL SORTATION SYSTEM - provides mechanized sortation of parcels being included in diplomatic pouches to the posts overseas.

SECURITY ENHANCEMENT

Reconfiguration of Telephone Facilities for Emergency Use - provides for acquisition, installation and maintenance of telephone trunk transfer equipment, remote consoles, and emergency action equipment located in the Post Communications Center (PCC) and/or safehaven area only at those posts where security is being enhanced. Also includes alteration of circuit routing as it enters and is routed within the building.

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OVERSEAS

DOMESTIC

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Voice Radio - provides contact between and among individuals, offices and vehicles only at overseas posts where security is being enhanced. Also provides replacement of long distance voice radio equipment used for contact between posts; not limited to a restricted number of posts in order to provide a worldwide capability.

Electronic File Storage and Retrieval - provides those posts where security is being enhanced the capability of storing messages in electronic form using equipment associated with the telecommunications terminal. Rapid destruction of large amounts of information stored on magnetic disk in compressed form is then easily accomplished in the event of possible overrun. When normal operations resume, the information is restored to the post's storage by reloading the information in electronic form.

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PROGRAM:

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Computers, Minicomputers, Word Processing: In the future embassies and individual bureau offices will rely increasingly upon electronic information systems to store, retrieve, and process information. The Information Systems Office (ISO) operates the Department's computer systems, administers automated information systems and equipment, and establishes policies concerning both domestic and overseas acquisition and use of information systems. The Office plans to publish a newsletter for domestic and overseas users of automated information systems. Department policy is directed toward a standardization of equipment and compatibility of programs for information and data processing. ISO provides to all Department bureaus technical expertise and coordinates training in information systems equipment and programs.

In the Department ISO operates fifty-five computer systems for over twenty different offices in various bureaus. These systems have automated such diverse administrative management programs as annuity payrolls, consular arrest information, correspondence control, various inventories, library circulation, procurement, and the name checks for visa applicants. In addition, computer systems operated at its three regional administrative management centers in Paris, Bangkok, and Mexico City perform for overseas posts accounting, disbursing, payroll, cash management, and personnel functions.

Within the Department six bureaus have installed fifteen minicomputers. Among the programs in operation are allowance calculation, transportation data recordkeeping, inventories, engineering calculations, budget data preparation, and munitions control data. Overseas fifteen minicomputers at thirteen posts perform programs involving administrative management, financial data, refugee data, and an automated nonimmigrant visa information system. Subject to the availability of funds, the Department projects the installation of seventeen additional minicomputer systems in the next three calendar years.

Requirements for faster processing of greater quantities of information coupled with steadily decreasing personnel resources have produced increased reliance upon word processing systems. Overseas sixty-nine posts operate 111 word processing systems (defined to include only systems with video display screens; magnetic card systems are excluded). Again, subject to availability of funds, regional bureaus project the installation overseas of twenty-six additional word processing systems overseas in the next three calendar years. Domestically forty-one offices operate more than 260 word processing systems, with additional systems slated for installation as funds are available.

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ISSUE: Security Enhancement Program

DISCUSSION:

Throughout most of the 1970s the main thrust of the Department's overseas security program was directed at reducing the likelihood of successful attacks by international terrorists upon Foreign Service and other foreign affairs agencies' personnel and facilities. The program was designed to provide posts worldwide, not just those in critical regions or particular countries, with the greatest degree of physical security possible consistent with the Department's available personnel and financial resources. A key element of the program was the installation of greatly enhanced public access control (PAC) and internal defense systems. Overall the program can be considered generally successful, for since the Kuala Lumpur incident in August 1975 there have been no attacks on our missions by transnational terrorists.

However 1979 introduced new security concerns for our personnel, property, and the protection of national security information at our overseas missions. The Islamic revolution in Iran in February 1979 led to an initial seizure of the chancery by Islamic militants. On this occasion the Iranian government was able to free the chancery, but nine months later the chancery was again overrun. This time the Iranian government, now controlled by the Islamic militants, refused to intervene. The Iranian revolution's anti-American violence spread quickly throughout the Islamic world. Our chancery in Tripoli was sacked, and in Islamabad the chancery compound was destroyed by fire, with two American lives lost. However anti-American violence was not limited to the Middle East in 1979, for in San Salvador leftist radicals also struck the chancery.

These incidents all demonstrated a new type of threat. A common thread ran through each of the incidents: anti-American violence initially unleashed by nationalistic terrorists was quickly and often savagely embraced by the local populace. The result was a nearly spontaneous outburst of mob violence directed at our chanceries. Article 22 of the Vienna Convention on Diplomatic Relations places the burden of responsibility for safety of foreign diplomats on the host government. However in each case the host government failed to provide meaningful warning, protection, or relief. Our public access controls functioned well, but other areas of our facilities were quickly and easily penetrated.

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INITIATIVE:

In light of these developments the Department has actively undertaken a comprehensive security upgrade program. In December 1979 our informal submission to OMB requested approximately $200 M over a three-year period and an increase of 252 positions. OMB did not allow this proposal to go forward, and a drastic cut was made in the formal submission to OMB on January 31, 1980. Ultimately, afer several additional OMB cuts, the Department was authorized to submit to Congress a FY 1980 Supplemental request for State and ICA of $6.1 M and a FY 1981 budget amendment for $35.8 M. With strong support from Congressman Brooks' Committee on Government Operations Congress passed and on July 11, 1980, the President subsequently signed the FY 1980 Supplemental. This money was disbursed by the end of the fiscal year. The FY 1981 budget amendment is pending approval of the appropriation bill for the Department of State.

PROGRAM:

Because of the magnitude of the security enhancement program and the fact that it cuts across the A program offices of Security, Communications, Operations, Information Services, and Foreign Buildings, as well as certain regional bureau lines, the Assistant Secretary established the Special Programs and Liaison Staff to direct the program. After a careful, comprehensive review, the Office of Security produced a list of critical threat posts, subdivided this list into three categories according to the potential severity of the threat from terrorism and mob violence. The security enhancement program is directed only at those posts facing the most serious potential threat.

This accelerated upgrade program is designed not only to achieve the necessary structural alterations in chanceries, but also permits the design and installation of non-lethal access denial systems (i.e. tear gas, foam, noise, smoke), the addition of life safety equipment, provision of safehaven areas and alteration of existing communication centers. Furthermore it provides for the reconfiguration and upgrading of telephone and radio facilities, the installation of electronic data storage and retrieval systems, and finally the domestic maintenance of historical data.

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The critical threat posts are first surveyed by teams assembled by the Program Director and led by experienced administrative specialists. Composed of between twelve and fifteen members, the teams draw their personnel from contract engineers and architects, departmental security, communications, and record management personnel; and personnel from other foreign affairs agencies. Upon returning to Washington the team files a formal report which, when accepted by the post and the appropriate bureau offices, leads to plans being drawn up and funding provided. By the end of February 1981 approximately twenty posts spread geographically from Turkey throughout the Middle East to South America, the Caribbean, and the Philippines will have been surveyed, with the resulting security enhancement recommendations in varying stages of completion.

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ISSUE: Reciprocity: The "Foreign Missions Act"

Discussion:

In our dealings with a number of foreign governments concerning matters of overseas property rights, diplomatic privileges and immunities, hiring of foreign service nationals, procurement of goods and services, and other administrative matters, the State Department is sometimes subject to host government control for which there is no formal reciprocal authority in the United States.

In most countries, this control is exercised through the ministry of foreign affairs and may be limited to auto importation, duty free privileges, insurance, tax rebates, etc. The degree of government control differs from country to country, affecting not only the convenience of embassy life for our employees but also affecting issues of financial and policy-level importance in our diplomatic relations with these countries.

Such control is exercised very formally in certain countries (in particular the Soviet Union, the Eastern bloc countries, and China) through Diplomatic Service Bureaus. These bureaus are, from the Department's standpoint, primarily devices to provide services to the Diplomatic Corps while preventing or controlling direct contact of diplomats with individual service organizations. The degree of control exercised varies from almost total in the Soviet Union to relatively limited, mostly related to housing, in more relaxed environments such as Poland or Yugoslavia.

Of particular consideration in our dealings with a foreign government is the issue of our ownership of property and buildings . At present, we are experiencing notable problems in the Eastern European bloc countries, the Middle East, Mexico and Brazil regarding property rights.

It is the present consensus in the Department and at OMB that the judicious use of authority by the Secretary of State to limit specific activities of selected foreign governments resident in the United States would enhance our ability to negotiate and deal effectively with those governments which maintain tight control over diplomatic interests of the U.S. within their respective countries.

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INITIATIVES:

Legislation On June 24 (legislative day, June 12), 1980, S. 2866, the "Diplomatic Reciprocity Act," was introduced and referred to the Committee on Foreign Relations. The bill provided that a "Diplomatic Services Corporation" be established in the executive branch under the policy guidance of the Secretary of State to carry out the purposes of the act. The Office of Management and Budget, however, felt that the establishment of an office within the Department of State would be preferable to the creation of a separate governmental entity.

Proposed language for another bill has therefore been drafted by the Department which would establish within the Department an "Office of Foreign Missions." Briefly, the legislation would declare it the policy of the U.S. to support the secure and efficient operation of U.S. missions abroad and at the same time facilitate the secure and efficient operation of missions of foreign governments in the U.S. The bill's universal application is tempered by the language in Section 12(a): "This Act shall be deemed to be remedial, and its provisions entitled to be broadly construed so as to give maximum effect thereto."

Current Negotiations A/FBO has recently had some success in using reciprocity as leverage in its dealings with three Eastern European countries: East Germany, Romania, and Bulgaria. In all three cases, our negotiations in the host countries are matched by their similar negotiations in the U.S. for the purchase of diplomatic premises in Washington. A recent visit by the Deputy Assistant Secretary for Foreign Buildings Operations and members of the National Capital Planning Commission emphasized to those governments our intention to use reciprocity as the basis for negotiations.

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ISSUE: White House Travel Support

DISCUSSION:

Within the Department the Bureau of Administration plays a vital role in supporting overseas Presidential missions (normally a trip by the President, the Vice President, the first Lady, or by a family member traveling as the personal representative of the President). The Assistant Secretary designates from within the Bureau an administrative coordinator and others to assist in planning and executing the trip. This system has operated effectively under both Republican and Democratic administrations. Support of White House travel is a high priority activity of the Bureau. Trips often are at a moment's notice and Bureau resources must be available on an on-call basis.

PROGRAM:

The administrative trip coordinator has overall responsibility for the smooth and efficient operation of the Presidential mission. This includes dealing with the White House, the overseas posts, and the Department to develop and finalize the principal's schedule and to compile briefing books for the official party and the press. Furthermore, the coordinator ensures support for security and communications, passports and visas, funding travel arrangements, medical information and transportation.

ADMINISTRATIVE SUPPORT PROVIDED	SOURCE OF SUPPORT
Designation of:	
Admin Coordinator	Executive Office (A/EX)
Admin Advance	Various A offices
Washington Backstop	A/EX and various A offices
Interpreters	Language Services (FMAS/LS)
Visual Services	
Designs for certificates, bag tags and artwork for schedule diagrams	Visual Services (FMAS/VS)

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[redacted]

Printing Services	
Principals' detailed schedule	Printing Services (FMAS/PS)
Certificates	" " "
Baggage Tags	" " "
ID cards	" " "
General background information	" " "
Press books	" " "
Travel Services	
Travel order preparation	Executive Office (A/EX)
Voucher preparation	" " "
Travel advances	" " "
Ticketing/GTRs	" " "
Maintenance of financial records	" " "
Communications support	Office of Communications (A/C
Security (when the Secretary travels)	Office of Security (A/SY)

In addition to coordinating the activities of the Bureau's various offices, the coordinator ensures proper liaison with other Department bureaus, the White House, the Secret Service, The White House Communications Agency, and the various military services.

PROBLEM:

Currently the only scheduled White House travel is the Economic Summit slated to begin July 20, 1981, in Ottawa. This is a time sensitive issue for, although the Summit is six months in the future, the Canadians have requested formal concurrence on site choices from the other six participating nations. The Canadians plan to lodge only the principals and to conduct the Summit sessions at Chateau Montebello, a resort site located forty-five miles from Ottawa. It now appears as if the choice of Montebello as the site is final, and the Department foresees a number of difficulties in the logistical and security operations. Secret Service has been advised of the possible security problems related to the site and have been asked to inspect the site to see if they concur in the security objections. A detailed briefing to review this problem and other aspects of White House travel support would be appropriate.

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ISSUE: OVERSEAS PROPERTY: PURCHASE, LEASE, AND LIVING QUARTERS ALLOWANCE

DISCUSSION:

The Office of Foreign Buildings, charged with real property management for the Department of State and a number of other foreign affairs agencies, faces difficult decisions on the direction our government should take in financing and managing our overseas property. Whereas only a few years ago, decisions on whether to purchase or lease property were rather straightforward, current conditions worldwide force sophisticated appraisals of our financing options, taking into account local inflation, security, construction, the degree of reciprocity in real property matters and an increased focus on local political, economic, and human factors.

We employ basically four financing options for the acquisition of official buildings and staff housing: purchase, long-term lease, short-term lease, and individual lease of staff housing subsidized by the living quarters allowance (LQA). U.S. Government ownership of property, despite the substantial initial financial outlay, is becoming increasingly attractive for a number of reasons. In some locales, questions of security and non-availability of adequate housing dictate ownership. FBO and OMB examination of rental costs and LQA increases over the past 5-10 years provide evidence of substantial increases worldwide without the return on investment normally possible as a result of purchase.

Particularly with respect to the purchase versus lease of chanceries and consulates, we must consider factors which outweigh any current, strictly economic advantages of leasing over purchase. In many instances, construction standards fall far short of our own standards in terms of fire safety, seismic requirements, electrical systems, etc. Because we seldom find property which meets our basic expectations, building simplifies the task of providing safe and secure public buildings in which to conduct our business.

Each post has its individual real estate problems and advantages; each FBO project must be scrutinized according to a number of standard criteria, with recognition of local factors. While A/FBO cannot therefore wed itself to one method of acquisition over another, it appears to be to our long-term advantage to purchase rather than lease property whenever possible, assuming that Congress appropriates adequate funds for the purpose.

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INITIATIVES:

An array of actions have been taken in recent years to enhance our financial management of overseas U.S. property. These initiatives include the following:

DIPLOMATIC RECIPROCITY:

Present ad hoc efforts to utilize reciprocity in our property negotiations with foreign governments is strengthened by the International Chancery Center Project and the introduction of diplomatic reciprocity legislation in the 96th Congress and plans to re-introduce legislation in the 97th Congress. Reciprocity was used successfully as leverage in our negotiations for the Moscow Chancery Project. Most recently, as noted in the separate issue paper on reciprocity, we met with initial success using reciprocity as the basis of property negotiations with Bulgaria, Romania, and East Germany. These governments are all aware of the legislative proposals. Legislative authority to proceed on reciprocal terms with selected governments would doubtless strengthen our negotiating stance for the acquisition of real property abroad which is of the greatest value to our government.

INTER-AGENCY HOUSING POLICY (Airgram 1093 of CY 1978):

Centralization of the management of foreign buildings operations in Washington entails a myriad of property issues and problems overseas. To assure a similar centralization at post, a uniform inter-agency housing policy was adopted in March, 1979, as a result of Congressional and GAO oversight as well as departmental recognition of the need for the action. Essentially, Airgram 1093 (as revised), which sets forth the policy and standards and which is approved on an interagency basis, provides that U.S. Government employees and their dependents assigned to U.S. Missions abroad occupy housing adequate to their personal and professional needs at a cost most advantageous to the U.S. Government. A/FBO is charged with implementation of the housing policy and standards.

Space is the primary criterion in determining staff housing needs; moreover, standards are established to divide posts into five categories to reflect differences in opportunities for activities outside the home. Representational housing is also addressed to scrutinize housing assignments below the senior ranks in terms of cost-effectiveness and utility.

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Central to the housing policy is the establishment of post housing boards and the Washington Inter-Agency Housing Board, chaired by the Deputy Assistant Secretary for Foreign Buildings with representatives from all foreign affairs agencies. The purpose of the Washington board is to adjudicate inter-agency conflicts arising at post which cannot be resolved locally and to review and update standards and policy.

Most directly related to the discussion here is the fact that the housing policy and standards provides the Washington-based Inter-Agency Housing Board and FBO with the opportunity and flexibility to provide guidance to the field on whether to house employees in Government-held housing versus the living quarters allowance option. Essentially, it provides a more equitable and comprehensive approach to overseas property management.

FBO PLANNING PROCEDURES:

This process includes determination of need and scheduling of action. Need is determined largely through Administrative Management Assistance Teams, real property surveys, visits of FBO area officers, and post correspondence. Determining priorities and scheduling of projects has received a great deal of attention in FBO and A. New processes include the collection, review, and computerization of data to determine and support these choices.

PRESENT VALUE ANALYSIS:

With respect to the advisability of purchase over lease, A/FBO is able to determine the preferred method of acquisition through present value analysis based on the OMB-approved formula. OMB permits FBO to factor in the differential real estate inflation rate as well as the degree to which actual rent is increasing. This process in conjunction with non-cost factors determines each project's financing method.

FBO MANAGEMENT OF SHORT-TERM LEASING:

In FY 1978 the management of short-term lease property previously managed in the regional bureaus was transferred into A/FBO which now controls the budget as well as program management. Through centralized management and in coordination with the posts and regional bureaus, A/FBO has the authority to make decisions on the advisability of short-term leases based on U.S. Government priorities as well as local factors.

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LIVING QUARTERS ALLOWANCES:

In respect to staff housing, OMB has recently asked the Department to look at its financing in long-range management planning terms. OMB suggests that in certain cities abroad where acceptable housing conditions exist, costs might be reduced by providing staff with housing allowances and letting them find quarters on the local market rather than having embassies purchase, lease, and maintain living quarters.

CONGRESSIONAL SUPPORT:

Congress is especially supportive of housing acquisition. In addition to funding for the regular Capital Program, Congress provided supplemental funds in FY 1978 in the amount of $10 million for housing, much of which was acquired by purchase. Congress was again supportive in FY 1979, when $6.4 million was appropriated for both construction and purchase of housing units. These monies are carried over into succeeding fiscal years based upon the circumstances of each project.

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ISSUE: A/FBO CAPITAL PROGRAM: MAJOR PROJECTS UNDERWAY

DISCUSSION:

The FBO Capital Program, which finances acquisition as well as construction/renovation of office and residential space, is funded by new appropriations and proceeds from the sale of government-owned properties. In consultation with Departmental and OMB officials, FBO prepares and manages the budget for the Capital Program as one element of the Department's budget.

For the Capital Program in FY 1980, new appropriations amounted to $3,842,000. Appropriated funds from previous fiscal years carried over for multi-year or scheduled projects over a projected period equalled $43,658,000; and $8,910,000 was available from proceeds of sale. The total of $56,410,000 is for the Capital Program only.

INITIATIVES:

Included below are some of the major projects funded in FY 1980. Every project in progress is coordinated by an FBO on-site supervisor.

Moscow FBO is acting as the Construction Manager for the Moscow Embassy Complex Construction Project. This unusually large and complex construction project deserves special notice. In order to manage this project, FBO has assembled a technical staff of nine persons in Moscow and a Washington support staff of five. The two teams schedule and coordinate the construction work in Moscow and the procurement and shipment of U.S. and third country materials and equipment. The Moscow team will also inspect and review the work of the Soviet and American contractors. A similar effort will be required for the Riyadh construction project, beginning in FY 1982.

Cairo Construction of the Cairo Embassy residence is ongoing. Construction of a 52 apartment complex, 50 of which are slated for AID housing, is due for completion in September, 1981. Twenty-four additional units will be built, but bids have not yet been requested. All projects are or will be funded through the Special Foreign Currency fund.

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Colombo The foundation for the new embassy building has been completed and bids are now being accepted for further construction.

Hong Kong The project involves the rehabilitation of the Consulate Office Building. It entails the renovation of the consular section, installation of new air conditioning, replacement of aged electrical wiring, and fire safety work.

Islamabad This project provides for the construction of the Embassy residence and commissary. Bids for the rehabilitation of the embassy itself and staff housing were recently received and are under review. Negotiations with the Pakistani government are underway to establish the level of Pakistan's reimbursement to our government for the rehabilitation.

Jakarta The embassy office building annex and staff housing are under construction on U.S. government-owned property.

Lisbon Construction of the office building and related facilities is fully underway, with a scheduled final completion date of 1982.

Manila In September, 1980, the contract was awarded and work is underway on the 24-unit seafront staff housing project and for chancery compound improvements, including marine security guard quarters.

Nairobi The new embassy office building will be dedicated in December, 1980.

New Delhi Rehabilitation of the chancery building is underway.

Tel Aviv Completion of the consular addition to the chancery building is expected in three to four months.

Tokyo The construction of the Mitsui Compound housing project, which will provide 173 staff apartments, is ongoing.

APPLICATION

A/FBO maintains a computerized listing of [illegible] projects which are underway and planned for a five fiscal year period. The print-out is available through FBO's executive office.

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ISSUE: SPACE MANAGEMENT IN THE MAIN STATE BUILDING

DISCUSSION:

Space planning and utilization in the Office of Facilities Management and Administrative Services of the Office of Operations (OPR/FMAS) has become increasingly difficult in the past several years as a result of Departmental requirements and GSA-imposed restrictions..

There are three basic problems:

Space Utilization
Housekeeping and Maintenance
Structural Integrity of the Main State Building

SPACE PLANNING AND UTILIZATION:

Department of State functions are scattered among a number of buildings in Washington and Northern Virginia. This has been the result of years of growth. Vying for preferred space in the main building has therefore become highly politicized. In order to bring or keep closely-aligned functions together, it will be necessary to lease or purchase additional real estate close to the main building. Our opportunities for acquiring real estate in the Foggy Bottom area are diminishing rapidly.

In the short run, we are trying to maximize the utilization of space in the main buiilding through the use of modular wall units. However, due to GSA restrictions, renovations are seriously behind schedule (23 staff years), and GSA's overgenerous use of flexitime and the lack of on-site supervision of work crews only exacerbates the situation. Additionally, there is no funding for Main State renovation projects in the FY-1981 budget, so even the modular program has been halted except for those projects already underway.

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RECOMMENDATION:

1. In order to achieve a rational space management program for the Department, FMAS recommends that GSA acquire one building close to the Main State Department Building on a lease-purchase basis. The Department has been approached by private investors who have offered to purchase a site and build a building to Department specifications. In return, they ask that the Department sign a twenty year rental purchase agreement. At the end of the twenty year period, the Department would take over ownership of the building. We have directed these investors to approach GSA since the Department has no authority to enter into any such agreement. However, if action is not taken soon, we will be hard pressed to compete with private and university interests in Foggy Bottom. (Previous considerations to purchase the American Pharmaceutical Building and site are shelved pending the outcome of a court case to settle the disposition of the property. A building of 300-350,000 square feet could be constructed in place of the present structure).

2. A list of preferred occupants for the two main buildings should be prepared. Outside of the two-building configuration, another building could be located elsewhere in the metropolitan area to house AID and Department support units such as FSI, A/OC, A/ISO, S/IG, etc. An abbreviated shuttle bus service would operate between the two complexes.

3. AID/IDCA should be relocated into commercial space, and their present space used by Department offices. Although the Main State Building is large enough to accommodate all functions of the Department the presence of IDCA and AID in the building has forced the Department to locate some of is offices in distant commercial buildings (annexes).

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Additional space requirements created by expanding offices or the establishment of new programs requires either expensive remodeling or the acquisition of additional commercial space. While new programs may be accommodated in new commercial space, the expanding offices in Main State can only be accommodated by remodeling or by the relocation of other offices to commercial space. Relocating IDCA/AID would give us back some much-needed flexibility.

HOUSEKEEPING AND MAINTENANCE:

PL 92-313 established the Standard Level User Charge (SLUC) whereby GSA bills agencies for basic services and maintenance. However, we are simply not receiving the level of GSA maintenance service to which we are entitled based on our annual SLUC payment. Cleaning services are provided under GSA contract for a 5-day work week basis only and no FMAS/GS supervision is allowed. In March of this year, GSA signed the annual cleaning contract for the Department at a cost of $310,000 for the year, an increase of $130,000 from the previous year, with a decrease of 50,000 staff hours. A/OPR has asked GSA to improve those services to match our payment. To date, GSA has taken some basic initiatives but no substantive actions. In negotiating the cleaning contract in March 1981, we are asking that eight utility employees be held accountable to the Chief, FMAS/GS, to ensure some degree of on-site supervision.

RECOMMENDATION:

That State secure authorization to operate its own cleaning contract with a representative reduction in the SLUC payment to GSA.

STRUCTURAL INTEGRITY OF MAIN STATE BUILDING:

A longer-range problem of concern to OPR/FMAS is the building's structural status. While the building is presently considered middle-aged, it has undergone recent structural damage that may be due to a number of energy conservation-related measures which have accelerated the aging process.

GSA has indicated that a structural study has been ordered with results and recommendations due in late January 1981.

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MISSION OF THE ASSISTANT SECRETARY

The Assistant Secretary of State for Administration directs the Bureau of Administration, which functions under the overall direction of the Under Secretary for Management. Within the Bureau the Assistant Secretary establishes program priorities for budgeting purposes, oversees the preparation of budget estimates, and supervises the use of appropriated funds for the Bureau in accordance with policies of the President and the Secretary, program objectives, and Congressional limitations. The Assistant Secretary also ensures continuing liaison with members and staffs of Congressional Committees having responsibility for the operations of the Department. Finally, the Assistant Secretary and his Executive Director serve as internal focal points for the discussion of administrative programs and policies and the exchange of information and ideas among the Executive Directors of the regional and functional bureaus.

The Assistant Secretary is responsible for six program offices directed by Deputy Assistant Secretaries and seven additional special staffs and offices. These offices and staffs provide for the Department, and in many instances for the entire community of foreign affairs agencies, communications, security, classification/declassification, safety, procurement, transportation, information systems, allowance rates, and other administrative and operations services. The Bureau programs also direct and provide for the acquisition, leasing, construction, maintenance operation, and disposition of buildings, grounds, and other real property facilities for all U.S. government non-military operations abroad.

In his immediate office the Assistant Secretary is aided by three special assistants and two secretaries.

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OPERATING AUTHORITY OF THE ASSISTANT SECRETARY FOR ADMINISTRATION

The Departmental authority under which the Assistant Secretary directs the Bureau of Administration is contained in Volume I-240 of the Foreign Affairs Manual. This authority derives from the Foreign Service Act of 1946 (to be superseded on February 15, 1981 by Public Law 96-465, the Foreign Service Act of 1980); the annual Appropriation Acts for the Departments of State, Justice, and Commerce, the Judiciary and Related Agencies; and a myriad of other applicable public laws, executive orders, federal regulations and administrative and judicial interpretations of those authorities.

Delegation of Authority 120 as amended by Delegation of Authority 120-2 from the Office of the Secretary of State is still in effect. Delegation of Authority 120-1 from the Assistant Secretary for Administration delegates authority to the project manager for the International Center Project and is still in effect.

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COMMITTEE MEMBERSHIPS OF THE ASSISTANT SECRETARY FOR ADMINISTRATION

GENERAL MANAGEMENT AND OPERATIONS:

Departmental:

Administrative Achievement Award Committee (chair)
Affirmative Action Program Steering Group
Affirmative Action Task Force
Council on Classification Policy/Freedom of Information
Executive Resources Board (Department's Senior Executive Service Board)
Information Management Policy Group (S/IG, M/COMP, DGP, & A/ISO are also members)
Oversight Committee for Classification/Declassification (chair)
Privacy, Policy and Appeals Board
Professional Development Working Group (member)

Interagency:

Assistant Secretaries' Management Group
ARMA - Association of Records Managers and Administrators
Committee on Government Operations
    Government Information and Individual Rights Subcommittee
Council of Governments (COG)
Federal Graphics Design Improvement Program Committee
Federal Library Committee
Federal Procurement Data System Implementing Committee
Fire Safety Working Group (foreign affairs agencies are members)
Government Committee for Associate Locksmiths of America
Interagency Audio-Visual Committee
Interagency Committee on Metric Policy (member)
Interagency Council for Minority Business Enterprise
    Procurement Committee member
Interagency Labor Surplus Area Procurement Committee
Interagency Procurement Policy Committee (subject: minority contracting)
Interagency Quality Control and Reliability Committee
Interagency Records Administration Council (IRAC)
Interagency Travel Management Improvement Committee (Executive agent - OMB)
Joint State/AID/ICA Regulations Board
OMB Interagency Working Group to Study Public Reporting Burden - Ad Hoc
Waste, Fraud, and Mismanagement Committee

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OVERSEAS ADMINISTRATIVE SUPPORT:

Departmental:

Committee on Foreign Service Posts

Interagency:

Interagency Committee on Overseas Allowances and Benefits for U.S. Employees
Interagency Council on Administrative Support
FAAS Council
Joint State/AID/ICA Regulations Board (see General Management and Operations heading also)
Overseas Schools Advisory Council Committee
Executive Committee

COMMUNICATIONS AND SECURITY:

Departmental:

Interdepartmental Committee on Internal Security (ICIS) Standing Committee
Office of Security (A/SY) Awards Committee
OC/SY Joint Policy Board

Interagency:

CIA Critical Collection Problems Committee (CCPC)
Communications Security Research and Engineering Working Group (Executive Agent - NSA)
Diplomatic Telecommunications Service
Joint Policy Board (with CIA)
Director of Central Intelligence (DCI) National Foreign Intelligence Board - Security Committee:
Audio Countermeasures Working Group
Survey Panel of ACWG of TSCS
Interagency Training Center Panel of ACWG
Compartmentation Subcommittee
Investigative Standards Working Group
Micrographics Working Group of Intelligence Information Handling Committee
Research & Development Subcommittee
Armoring Group of R & D Subcommittee
Security Awareness Working Group
Technical Surveillance and Countermeasures Subcommittee
Telecommunications Working Group
Working Group on Unauthorized Disclosures

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Foreign Security Policy Committee (M/GT)
NCS/SCC Working Group
Interagency Advisory Committee on Physical Security Equipment
Interagency Telecommunications Committee (Executive Agent - GSA)
Joint COMSEC Distribution and Accounting Working Group (Executive Agent - NSA)
National Communications Security Committee (Executive Agent - DOD)
Special Committee on Compromising Emanations
National Communications System (Executive Agent - DOD)
Secure Voice Coordination Committee
National Micrographic Association
National Micrographic Council
National Security Council Subcommittee on Telecommunications Protection (Executive Agent - OSTP)
TETRAHEDRON Management Control Board (Executive Agent - NSA)
Tri-Service/Civil Agency Modification Working Group (Executive Agent - NSA)

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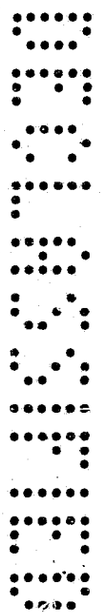
ORGANIZATIONS



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THE EXECUTIVE OFFICE

Director: Joseph Meresman

FY 1981 Authorized Full-Time Positions: 45 1/

FY 1981 Column of FY 1982 Budget: $3,774,000 (including Assistant Secretary's Office and Allowances Staff)

A/EX was established in August 1978 to centralize executive management and administrative support functions in the bureau. This has generated increased effectivenss and efficiencies of scale and in turn produced savings in both personnel and financial resources. Its organization follows traditional lines with each of four divisions, Financial, Personnel, Administrative Services, and Management, reporting to the Executive Director.

A/EX offers a full range of management and administrative services, including budget preparation and financial management, administrative general services, personnel management, and management analysis to all offices of the Bureau of Administration except for the Office of Foreign Buildings for which it provides personnel services.

Additionally, A/EX acts as the coordinator and communicator for the Assistant Secretary with the bureau offices to provide an awareness of and assistance on overall bureau and Departmental policy requirements.

Finally, A/EX serves as the Department's focal point for coordinating, administering, and logistically supporting White House travel.

1/ Includes 7 positions in the Assistant Secretary's Office.

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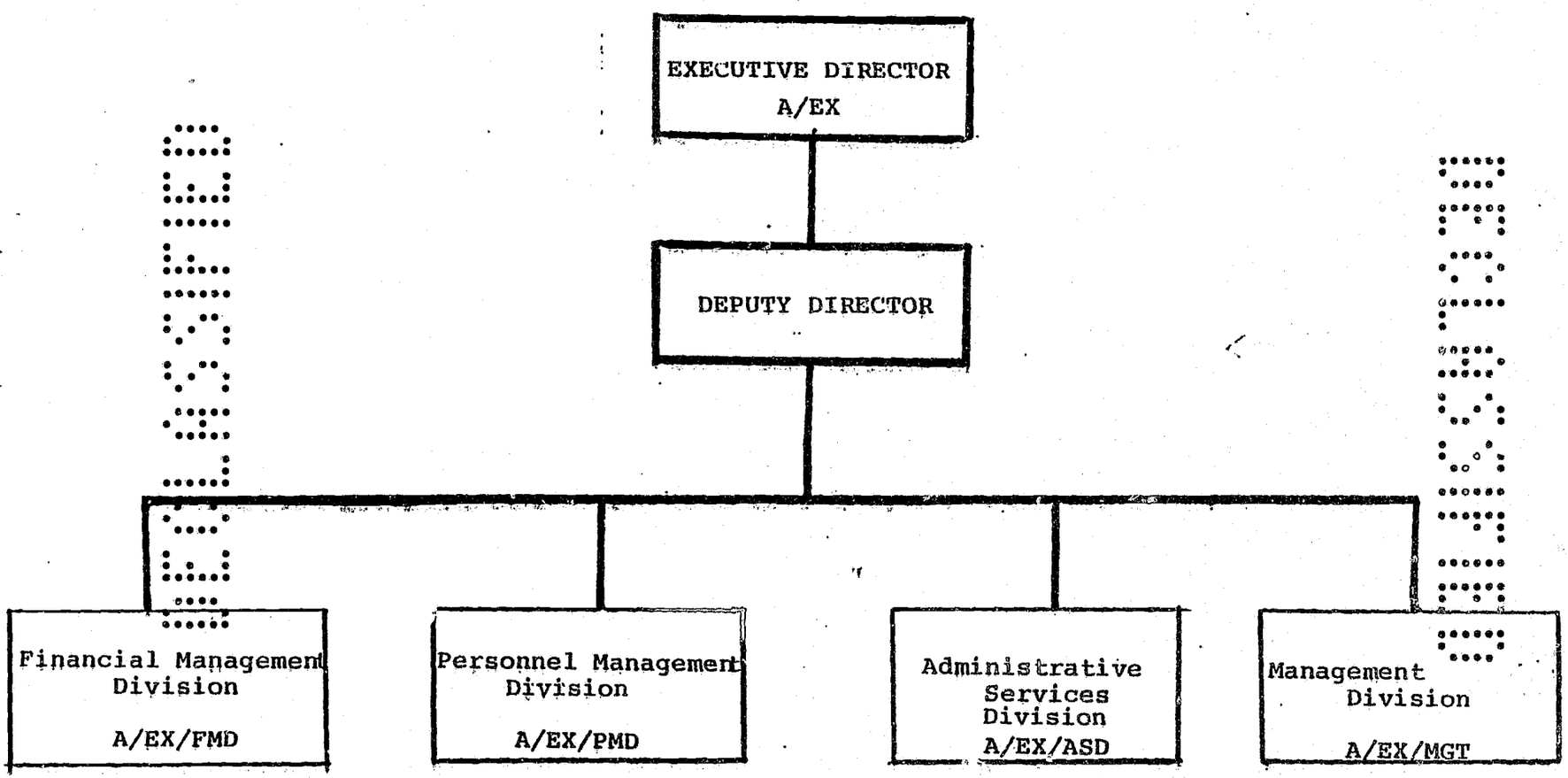
THE EXECUTIVE OFFICE



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Overall implementation of the above project would clearly require several years. It would have immediate as well as developmental impact, however, and should provide opportunities for a number of additions, improvements and modifications to the original plan as it moves forward.

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OFFICE O OMMUNICATIONS (A/OC)

Deputy Assistant Secretary: Stuart E. Branch

FY 1981 Authorized Positions: 480 ; 52 Total: 532

FY 1981 Column of FY 1982 Budget: $58,026,000

The Office of Communications develops and implements policies, plans and procedures to provide a dependable, responsive, secure communications capability necessary for the conduct of U. S. foreign policy. The office provides the Department, its overseas posts, and approximately forty-six additional foreign affairs agencies with mail and pouch services as well as telecommunications capabilities which include telegraphic, telephone, radio and secure voice systems. Teleprocessing services are provided to interconnect the various automated information processing systems in the Department, and for other agencies at foreign service posts. Additional special communications services are provided in support of domestic and overseas security programs as well as Secretary of State and other VIP travels.

The office is organized into six divisions and three staffs, each reporting directly to the Deputy Assistant Secretary. Overseas the DAS is represented by six Regional Communication Programs Officers (RCPOs) located in Accra, Bonn, Karachi, Manila, Nairobi, and Washington (for the Americas); and three Regional Diplomatic Courier offices located in Bangkok, Frankfurt, and Washington.

Foreign Operations Division initiates and monitors the development of worldwide telecommunications programs to fulfill short and long range requirements, provides support to field communications facilities, supervises development of communications support for travel of the Secretary, major conferences, and crises situations and coordinates support operations between the Regional Communications Program Offices overseas and the regional bureaus and other OC offices in the Department.

Networks Staff manages the Department's worldwide circuit requirements. The staff also provides official telecommunications support to visiting foreign dignitaries and establishes press centers for major events involving the Department.

Communication Programs and Engineering Division is responsible for technical aspects of telecommunications systems provided by the Department in support of foreign affairs community requirements.

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Communications Center Division manages the facilities which provide for the transmission, receipt, relay, and servicing of telecommunications messages for the Department and other serviced government agencies, and provides for distribution of copies within the Department and to some forty-six other agencies in the community.

Diplomatic Pouch and Courier Operations Division directs and administers the mail, pouch, and courier communications serving the Department, the foreign service posts and the other agencies in the foreign affairs community at foreign service posts. The Diplomatic Pouch Branch handles all incoming and outgoing mail, receives and dispatches all diplomatic pouches, and operates messenger and pneumatic tube distribution systems. The Diplomatic Courier Branch manages the three regional diplomatic courier offices which provide a secure worldwide courier service.

Communications Security Division researches, develops, and implements programs and systems for the protection of classified and administratively controlled information as well as for the protection of the transmission systems. The division collaborates with other appropriate Federal agencies in developing material designs, standards, and operations methods, and participates in the formulation of national communication security policy and programs.

Training Division develops and implements training courses to meet the operational and security requirements of the Department and overseas communications centers. This entails operational training on teletype, telephone, radio, cryptographic, computer, and pouch systems. Limited maintenance courses in teletype, high frequency radio systems, and basic electronics are also offered; and all technical, operational and management training for communications personnel at facilities outside the Department are arranged by the Division.

Programming and Special Projects Staff provides program management for major long range programs and other specialized projects coordinating the efforts of all office elements, outside agencies, geographic bureaus, and contractors in the implementation of multi-year programs such as the African Record Communications Network and the Terminal Equipment Replacement Program. The staff also provides software development and support for automated telecommunications systems and OC management information systems. This includes specialized computer controlled telecommunications switching and terminal processing functions.

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Interagency Affairs Office serves as the Department's principal representative to all federal non-defense agencies for assessing, negotiating and formulating policy issues relating to telecommunications matters of mutual interest, it recommends technological activities and programs for cooperation, and it analyzes and evaluates other agencies' policies and programs with respect to their relationship to the technical aspects of the Department's objectives regarding the design, procurement, shipping, installation, operation, and maintenance of telecommunications networks and facilities.

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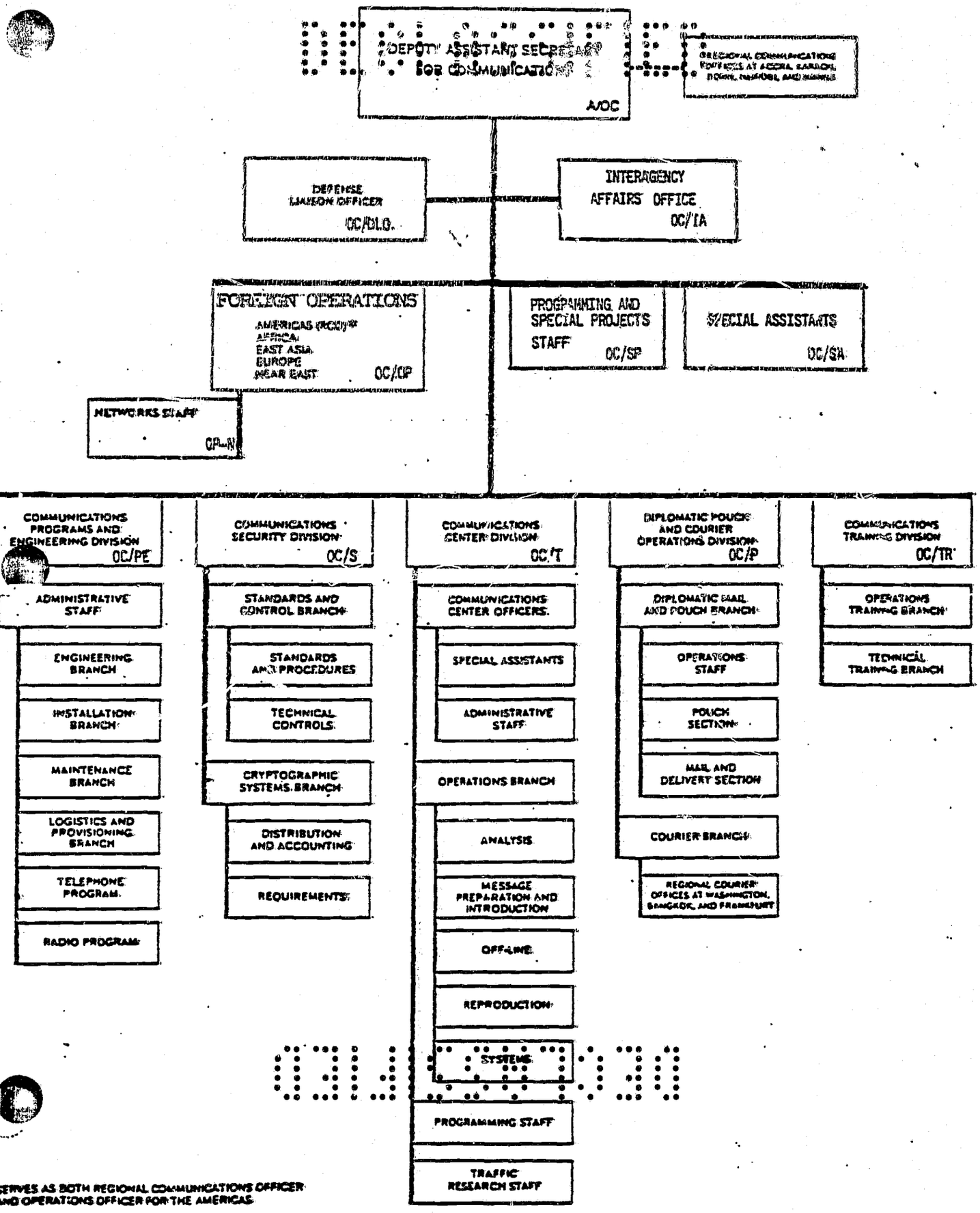
OFFICE OF COMMUNICATIONS

DOMESTIC ORGANIZATION



*SERVES AS BOTH REGIONAL COMMUNICATIONS OFFICER AND OPERATIONS OFFICER FOR THE AMERICAS

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OFFICE OF OPERATIONS (A/OPR)

Deputy Assistant Secretary: M. Virginia Schafer

FY 1981 Authorized Full Time Positions: 564 ; 25 Total: 589

FY 1981 Column of FY 1982 Budget: $38,042,000

The Office of Operations formulates policy and directs operations on a broad range of administrative support and managerial activities through three offices and three staffs. Operations provides administrative/logistical services and guidance on administrative operations to the employees and organizational units of the Foreign Service and the Department; furnishes services and administrative support to over forty Federal agencies and the public; maintains services required by regulations, statutes, and executive orders; and serves as liaison between the policy-establishing organizations of the government and operating managers at posts and in the Department.

The Foreign Affairs Information Management Center is an information management and service organization that provides a wide range of information services to operating units and officials of the Department and the Foreign Service, to other Federal agencies, and to the public. On behalf of the Department, the Center administers and fulfills statutory requirements of the Freedom of Information Act, the Privacy Act, the Ethics in Government Act, and Executive Order 12065. It is organized into two staffs and four divisions.

Records Management Staff is responsible for managing programs to comply with the Federal Records Act. The staff provides professional and technical direction and coordination over the entire records management program of the Department and overseas posts. It establishes retention and disposition schedules, as well as standards and procedures for classifying, indexing, and filing records. The staff coordinates its activities with other foreign affairs agencies and the National Archives.

Directives Staff issues and maintains current information on Departmental policies and regulations in the form of directives issued in the Foreign Affairs Manual series. It also issues guidelines in the Correspondence Handbook, and manages forms design, public use, and inter/intra-agency reporting under the Federal Reports Act and OMB Circular A-40. Under the requirements of the Administrative Procedures Act, the staff publishes in the Federal Register Departmental procedures that affect the public.

1/ Includes 248 Working Capital Fund positions.

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Information Acquisition and Processing Division directs the acquisition of information which documents the transaction of official business in foreign affairs, and maintains this information in the Department's authoritative Central Foreign Policy File. An automated document system facilitates subsequent retrieval, recall, and use of this information through subject, personality, and event content indexes. The division also makes the initial distribution of official Congressional correspondence, public correspondence addressed to the Secretary of State, and incoming/outgoing airgrams.

Information Access and Services Division delivers information services from official information resources to the Department, overseas posts, other federal agencies, and, based on the Freedom of Information, Privacy and Ethics Acts, to the public. The resources include paper central files from 1955 to 1973, and automated files since 1973. The division provides authentication services and screens records of permanent value and negotiates their transfer to the custody of the National Archives.

Library Division provides supplemental information services to the Department from public sources as well as other federal agencies and foreign governments. This service focuses on economics, culture, politics, social affairs, international law, diplomatic history, foreign relations, and other information pertinent to the Department's mission.

Publishing Services Division manages the Department's central printing plant and local reproduction facilities located throughout the Department. Additionally, it provides editing, graphic arts composition, and world-wide distribution services for dissemination of airgrams and other printed materials. To provide effective linkage of production costs with services rendered, the division is organized as a Working Capital Fund operation.

Office of Supply, Transportation, and Procurement composed of three divisions, operates the Department programs for supply, property and vehicle management, travel and transportation, and for procurement. These programs also serve foreign service posts and other foreign affairs agencies; because of the large number of organizations served, parts of this office are organized into Working Capital Fund operations to directly link costs to services and accurately apportion charges.

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Supply Division plans and administers the motor vehicle replacement program for the foreign service fleet, implements supply policies and procedures involving established federal supply sources, and operates the Department's consolidated warehouse facilities in the Washington area in support of domestic and overseas activities.

Transportation Division prescribes standards for the performance of official travel. The division is also responsible for the arrangement of packing, storage, and delivery of personal and household effects of employees. To accomplish this the Division operates the European Logistical Support Office (ELSO) in Antwerp, which provides support to posts in Europe, Africa, the Near East, and South Asia. Also the division is responsible for the operation of the U. S. Despatch Agencies in New York, Baltimore, Miami, and San Francisco. The Despatch Agents serve approximately thirty-five government agencies by arranging for shipment and customs clearance of official supplies and employees' household effects and vehicles. Finally the division operates the Regional Procurement Office, Bonn, which, in conjunction with the Embassy, provides supply and procurement support with special emphasis on medical supplies.

Procurement Division conducts procurement operations within the U. S. in support of both domestic and overseas activities. It also monitors delegated contract operations and is responsible for the implementation of minority and small business programs in accordance with Executive Directives.

Facilities Management and Administrative Services provides logistic support services over a broad range of activities for the Department and Foreign Service. It is aligned into four divisions, one staff, and a services center.

Audio-Visual Services Division designs and prepares audio-visual presentations and related services for the Department, the White House and Congress, and other federal agencies. Services include photography, graphic arts, exhibits, electronic technical support and the operation of the Department's tape recording libraries.

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Language Services Division provides interpreting, translating, and related language services in 40 languages for the Department, the White House and, by special arrangement, for other government agencies. Included in its services are interpreting and translating for official visits, escort interpreting services for the educational and cultural exchange program, and certification of the conformity of the English and foreign-language texts of treaties before signature. The division screens and/or translates foreign language mail addressed to the President and others in the White House, and provides verbatim conference reporting services for the Secretary's press conference and the daily press briefings.

Claims Division adjudicates claims for personal property losses by employees of State, the Agency for International Development and the International and Communication Agency.

General Services Division administers a complete space management program for the Department and its field offices. The division coordinates with the General Services Administration to provide telephone service, a complete Building Services Program (including renovations, and the Department's energy conservation efforts. It also coordinates use of conference rooms, auditoriums, and the diplomatic functions facilities.

The Employee Services Center is a "one stop" service facility which coordinates the service units providing assistance in transportation, cashier, passport, ID card, travel, retirement and combined airline reservations and ticketing. The Center also maintains a Child Care Center and a housing assistance office and operates an active locator service for Foreign Service personnel abroad or in the Department.

The Support Planning Staff, consisting of a Director and two Management Analysts, is the conceptual and special projects arm of the Deputy Assistant Secretary. The staff assists Operations Unit Managers to identify organizational goals, specify attainable milestones, and integrate the unit plans into the overall Operations program.

Two other staffs, Overseas Schools and Art in Embassies, while independently established, report directly to the Deputy Assistant Secretary for Operations.